# Corporate Governance Report

# 企業管治報告



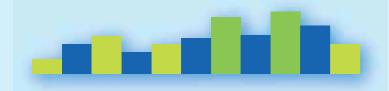




Hong Kong Cyberport Management Company Limited (the "Company"), being a limited company incorporated under the Companies Ordinance, is a private and wholly-owned company set up by the Government of the HKSAR via The Financial Secretary Incorporated.

香港數碼港管理有限公司(「本公司」)是香港特別行政區 政府透過財政司司長法團根據《公司條例》成立之全資 擁有的私人有限公司。





# Corporate Governance Report 企業管治報告

#### **Our Commitment**

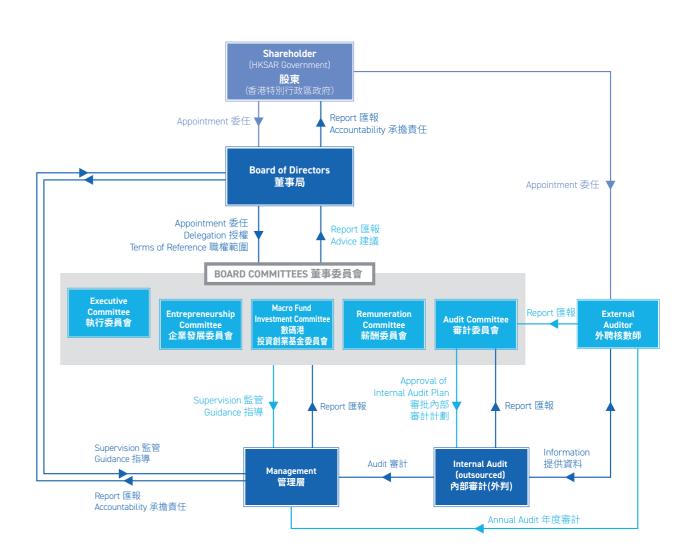
The Company is committed to maintaining high standards of corporate governance. We believe that good corporate governance provides the foundation for good corporate performance and is essential to accomplishing our public missions, meeting the expectations of our stakeholders and attaining long-term and sustainable growth. We have therefore adopted accountability, transparency, fairness, ethics and integrity as the cornerstones of our corporate governance framework.

#### Corporate Governance Structure

#### 我們的承諾

本公司致力維持卓越的企業管治,我們相信良好企業管治是良好企業表現的基礎,亦是履行公眾使命、滿足持分者期望及達到長期持續增長的要素。因此,本公司一直以問責性、具透明度、處事公允、注重道德操守及誠信作為企業管治架構的基石。

#### 企業管治架構



#### The Board of Directors

The Board of Directors (the "Board") has the overall responsibility for the leadership, control and performance of the Company. It governs and leads the Company in a responsible and effective manner. It establishes the strategic direction of the Company and monitors its performance.

The Company has an effective Board which acts collectively to set the corporate strategies and approve operating plans proposed by Management. Each Board Member has a duty to act in good faith and in the best interests of the Company.

To ensure effective discharge of duties by Board Members, the Board assumes the responsibility of ensuring that each Board Member has spent sufficient time to attend to the affairs of the Company.

#### 董事局

董事局負責領導和監控本公司及其表現的 整體責任。董事局以盡責盡心和重視效益 的態度管治及領導本公司,負責制定公司 的策略方針及監察其表現。

本公司董事局採用具效率的集體決策方式 制定企業策略及審批由管理層建議之營運 計劃。董事局各成員均有責任本著真誠行 事,並以本公司最佳利益為前提的原則履 行職責。

為確保董事局成員有效履行職務,董事局 承擔責任確保各董事局成員均有充分時間 參與本公司的事務。

#### **Board Composition**

The Board consists of 14 non-executive Members, including one Government director and 13 non-Government directors. Non-executive Directors bring an external perspective, constructively challenge and advise on proposals on strategy, and monitor the performance of Management. This structure effectively ensures that the Board would comprise a majority of independent members and is conducive to maintaining an independent and objective Board decision making process.

All Board Members are appointed by the shareholders without receiving any honorarium for a specific term and can be re-appointed upon expiry of their terms of office.

Board Members come from varied but relevant backgrounds with diverse skills and experience. While one of them are from the Government, 13 of them come from various business fields, including IT, accounting and finance, commercial, building construction, surveying, town planning and academic. Biographical details of the Board Members are set out in the section titled "Board of Directors" on pages 18 to 27.

#### 董事局的組成

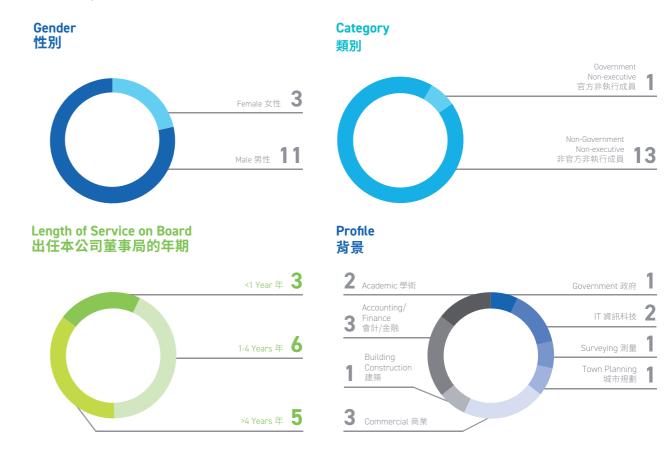
董事局共有14名非執行成員,包括1名官方 董事及13名非官方董事。非執行成員能夠 從客觀的外界觀點,理性正面地質詢和審 議策略方案,並監察管理層之表現。這架 構可有效地確保董事局大部分成員均為獨 立人士,有助董事局維持獨立及客觀的決 策程序。

所有董事局成員均由股東委任並有指定任 期。任期屆滿後可再獲委任。

董事局成員來自不同界別,並擁有豐富的 相關專業知識及經驗。其中1名成員來自政 府,其餘13名成員來自不同的業務範疇, 包括資訊科技、會計及金融、商業、建 築、測量、城市規劃及學術界。各董事局 成員的履歷詳情刊載於年報第18至27頁的 「董事局」一欄。

#### Board Composition 董事局成員組合

(as of 31 July 2017) (截至2017年7月31日)



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#### **Board Diversity**

We recognise the importance of ensuring an appropriate balance of skills, knowledge, experience and gender on the Board to our corporate governance. Our Board Members, with diverse backgrounds, have both the breadth and depth of relevant experience to steer and oversee the business of the Company, so as to ensure that value is delivered in a sustainable manner and the Company's interest is protected. The current mix of our Board Members is balanced and well represented by IT professionals, business executives, government representatives and other industry professionals and leaders.

#### Induction

Each newly appointed Board Member is given a comprehensive, formal and tailored induction programme. The programme consists of meeting with the Chief Executive Officer ("CEO") and Management, briefings on the Company's operations and major developments, and visits to the Company's facilities. New Board Members are able to familiarise themselves with the Company's objectives, strategies, business, operations and internal controls, as well as the general and specific duties of directors.

All Board Members are also given a Directors' Handbook on their appointment, which sets out, amongst other things, directors' duties, code of conduct, declaration of interests and the Terms of Reference of the Board Committees. The Directors' Handbook is updated from time to time to reflect developments in those areas.

Recognising that development is an ongoing process, Board Members were invited to attend forums and conferences on information technology in the year under review.

#### **Board Functions**

The Board, chaired by Dr Lee George LAM, directs the management of the business and affairs of the Company. The overall management of the Company's business is vested in the Board. The Board has delegated the day-to-day management of the Company's business to the Executive Committee, and focuses its attention on providing overall strategic guidance to the Company on its business development, finance as well as oversight over corporate performance and governance. These include financial statements, significant changes in accounting policies, annual budget, material contracts and arrangements, strategies for future growth, major financing arrangements and investments, corporate governance functions, risk management strategies and treasury policies.

#### 董事局多元化

我們深知力求董事局在技能、知識、經驗和性別各方面均維持適當平衡,對企業管治極為重要。我們的董事局成員擁有多元化的專業背景,並具備廣泛及深厚的相關經驗領導和監督本公司的業務,確保締造持久的價值及保障本公司的利益。現有董事局成員的組合均衡,成員均來自不高等界的專業代表,包括資訊科技專家、商界行政人員、政府代表,以及其他行業的專業人士與領袖。

#### 就職

各新獲委任的董事局成員均獲提供全面、 正式及特為其而設的就職計劃。該計劃包 括與行政總裁和管理層會面、參加有關本 公司營運與重要發展項目的簡報會,及參 觀本公司設施,讓董事局新成員了解本公 司的目標、策略、業務、營運、內部監 控,以及董事的一般及特定職責。

所有董事局成員於獲委任時均獲發一份《董事手冊》,當中列載了董事職責及道德操守指引,董事利益申報以及董事委員會的職權範圍。《董事手冊》會因應這些範疇的最新發展不時作出更新。

我們深知發展必須持之以恆,故於回顧年 度邀請董事局成員出席多個有關資訊科技 的論壇及會議。

#### 董事局職能

董事局由林家禮博士擔任主席,負責對本公司之業務和事務管理作出指導。董事局局負起管理本公司的整體業務,並授權執行委員會管理本公司的日常事務,而本公司則專注就業務發展、財務範疇向本公司表提供整體策略方針,同時負責監察公司表現及管治,其中包括財務報表、重大內政策修改、年度財政預算、重要合約及資財、未來發展策略、重大融資安排和投資項目、企業管治功能、風險管理策略及財務政策等。

#### **Chairman and Chief Executive Officer**

The positions of Chairman of the Board and CEO are distinct and separate. The non-executive Chairman is responsible for managing and leading the Board in setting the Company's overall directions, strategies and policies, as well as monitoring the performance of the CEO. Apart from making sure that adequate information about the Company's business is provided to the Board on a timely basis, the Chairman provides leadership for the Board, and ensures views on all principal and appropriate issues are exchanged in a timely manner, by encouraging all Board Members to make a full and effective contribution to the discussion. Under the Chairman's guidance, all decisions have reflected the consensus of the Board. The CEO is appointed by the Board as a remunerated full-time employee of the Company, and is responsible to the Board for managing the business of the Company. The roles and responsibilities of the Chairman and the CEO are separate, enhancing independence and accountability.

#### **Board Proceedings**

The Board meets in person regularly, and all Board Members have full and timely access to relevant information and may take independent professional advice at the Company's expense, if necessary, in accordance with the approved procedures.

The schedule of Board and Committee meetings for the following year is usually fixed by the Company Secretary and agreed by the Chairman, before being communicated to other Board Members in the third quarter of each year.

The draft agenda for regular Board meetings is prepared by the Company Secretary and approved by the Chairman of the Board. Generally, the agenda together with board papers are sent to all Board Members at least five working days before the intended date of the Board meeting.

At regular Board meetings, Management reports the Company's business to the Board, including the Company's operations, progress of projects, financial performance, legal issues, corporate governance, risk management, human resources, sustainability, corporate responsibility and outlook. Together with the discussions at Board meetings, this ensures that Board Members have a general understanding of the Company's business and sufficient information to make informed decisions for the benefit of the Company.

Meeting minutes are sent to Board Members for comment and record within a reasonable time. Matters to be resolved at Board meetings are decided by a majority of votes from the Board Members allowed to vote, although the usual practice is that decisions reflect the consensus of the Board. The process of the Board is reviewed from time to time to keep abreast of regulatory changes and best corporate governance practices.

The Company Secretary is responsible for ensuring that the correct Board procedures are followed and advises the Board on all corporate governance matters. All Board Members have access to the advice and services of the Company Secretary.

#### 主席及行政總裁

#### 董事局議事程序

董事局定期召開會議,而董事局所有成員 均獲完整及適時的相關資料。如有需要, 董事局成員可按照已核准的程序,獲取獨 立專業人士之意見,費用由公司支付。

下一年度的董事局及委員會會議之會期一 般由公司秘書於每年第三季擬定,並經主 席同意後通報董事局其他成員。

董事局之定期會議的議程草議由公司秘書編制,並經董事局主席核准。相關議程和董事局文件一般須在董事局會議擬定日期前至少5個工作天呈交予所有董事局成員。

在董事局定期會議上,管理層向董事局匯 報公司的業務情況,包括本公司的營運、 項目進展、財務表現、法律事宜、企業管 治、風險管理、人力資源、可持續發展、 企業責任和前景展望。連同董事局會議的 討論,可確保董事局成員能概括了解公司 的業務狀況,並獲取充分資料,以作出符 合公司利益的決策。

董事局會議記錄會在合理時間內送予所有 董事局成員,以讓他們提出意見及保存。 董事局會議表決事宜均由獲准投票的董事 局成員以過半數作出議決,惟慣常情況是 董事局根據共識作出決定。董事局會不時 檢討運作模式,與時並進,以配合規管變 動及最佳企業管治實務。

公司秘書負責確保遵循正確之董事局程序,並就一切企業管治事宜向董事局提供 意見。全體董事局成員均可獲得公司秘書 提供意見及服務。

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#### **Board Meetings**

During the year under review, five Board meetings were held with an average attendance rate of 77%. Attendance records of individual Board Members are set out on page 82.

A total of 39 Board papers and 11 sets of written resolutions were considered or resolved.

#### Key matters considered/resolved:

- · Change of new Chairman of the Board
- Cyberport Three-Year Strategic Plan 2017/18–2019/20
- Annual Budget 2017/18 and Financial Estimates 2018/19 and 2019/20
- Annual Report and Audited Financial Statements
- Management accounts and reports
- Cyberport Macro Fund ("CMF") Implementation Framework
- Membership of Board Committees
- · Establishment of Cyberport Advisory Panel
- Change of External Auditor
- Cyberport Image Audit Report
- Staff remuneration, pay structure and corporate performance assessment
- Annual pay review
- Performance assessment and bonus for Management
- Transactions, arrangements and contracts of significance

Apart from Board meetings, the Chairman had sessions with Board Members without the presence of Management to discuss human resources matters.

#### **Strategic Planning**

The Board has continued to review the strategies of the Company to identify and assess the opportunities and challenges the Company may face, and to develop a planned course of action for the Company to generate and preserve long-term value.

During the year, the direction of Cyberport Three-Year Strategic Plan 2017/18–2019/20 was set so as to continue its public mission to drive Hong Kong's digital technology development.

#### 董事局會議

董事局於回顧年度共舉行了5次會議,平均 出席率為77%。各成員的出席記錄已刊載於 第82頁。

董事局共審議39份董事局會議文件及11份 書面決議案。

#### 經董事局審議的主要事項:

- · 更換董事局主席
- · 數碼港三年策略計劃2017/18-2019/20
- · 2017/18 年度預算案及2018/19及2019/20年度財務估算
- · 年報及經審核財務報表
- 管理賬目及報告
- 「數碼港投資創業基金」之實施架構
- · 董事委員會成員名單
- 成立數碼港顧問小組
- 更換外聘核數師
- · 數碼港形象審計報告
- · 員工薪酬、薪酬結構及公司表現評估
- · 年度薪酬檢討
- 管理層的表現評核及花紅獎金
- 重大交易、安排及合約

除董事局會議之外,主席亦曾與董事局成 員在管理層不列席的會議中商討人力資源 事宜。

#### 策略規劃

董事局持續檢討本公司的策略,從而識別 及評估潛在機遇與挑戰,並制定行動計劃 為本公司創造及維持長期價值。

年內,本公司已制定數碼港三年策略計劃 2017/18-2019/20的方向以繼續履行公眾使 命以推動香港數碼科技發展。

#### **Directors' Responsibility for the Financial Statements**

The Board is responsible for the preparation of financial statements that give a true and fair view of the state of affairs of the Company and its subsidiaries (collectively referred to as the "Group"), and of the Group's result and cash flows for the year. In preparing the financial statements for the year, the Board has adopted appropriate accounting policies and, apart from those new and amended accounting policies as disclosed in the notes to the financial statements, has applied them consistently. Judgments and estimates have been made that are prudent and reasonable.

In support of the above, the financial statements presented to the Board have been reviewed by Management. Management is responsible for finalising them with the external auditor and then the Audit Committee.

In addition, all new and amended accounting standards and requirements, as well as changes in accounting policies adopted by the Group have been discussed and approved by the Audit Committee before adoption by the Group.

Board Members acknowledge their responsibilities for ensuring that the preparation of the annual financial statements of the Group is in accordance with statutory requirements and applicable accounting standards.

#### 董事對財務報表的責任

董事局負責編制本公司及其附屬公司(統稱「本集團」)財務報表,財務報表真實及公平地反映了本集團於本年度之事務狀況、經營業績及現金流狀況。在編制本年度之財務報表時,董事局採納了合適的會計政策,並貫徹應用(除在財務報表附註披露的新訂及經修訂會計政策外)。各項判斷和估計均已作出審慎合理的評估。

為此,提交予董事局的財務報表均已先由 管理層審閱。管理層負責與外聘核數師完 成查核事官,並再呈交予審計委員會審定。

此外,所有新編制和經修訂的會計準則和 要求,以及本集團所採納的會計政策之變 更,均已於本集團採納前經審計委員會討 論及批准。

董事局成員的責任是確保本集團根據法定 要求及適用的會計準則編製年度財務報表。

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#### **Code of Conduct**

The Company is fully committed to the principle of honesty, integrity and fair play in the delivery of products and services to the public.

The Company is a public body under the Prevention of Bribery Ordinance ("POBO"). Accordingly, Board Members are regarded as "public servants" for the purpose of POBO.

The Board is collectively responsible for the management and operations of the Company. Board Members, both collectively and individually, are expected to exercise fiduciary duties and duties of skill, care and diligence to a standard at least commensurate with the standard established by the laws and regulations of Hong Kong.

Delegating the functions of the Board is permissible but does not absolve Board Members from their responsibilities or from applying the required levels if they pay attention to the Company's affairs only at formal meetings. At a minimum, Board Members must take an active interest in the Company's affairs and obtain a general understanding of the Company's business.

Board Members should regularly attend and actively participate in Board and Committee meetings, and prepare for them by reviewing all materials provided by Management.

#### 道德操守

本公司承諾在向公眾提供產品及服務時, 秉承誠實、下直和公平的原則。

本公司是一間受《防止賄賂條例》規管的公 眾機構。因此,董事局成員均被視為該條 例中的「公職人員」。

董事局須就本公司的管理及業務營運承擔 共同責任。董事局成員須共同和個別地履 行誠信責任及應有技能、謹慎和努力的責 任。而履行上述責任時,至少須符合香港 法規所確定的標準。

董事局成員可將董事局職能委派他人,但 並不就此免除他們的相關責任;如或董事 局成員僅透過參加正式會議了解本公司事 務,亦並不免除他們所應承擔的責任。董 事局成員須至少積極關心本公司之事務, 並對公司業務有全面理解。

董事局成員應定期出席和積極參與董事局 和委員會會議,並查閱管理層提供的所有 材料,為會議做好準備工作。 Board Members are required on their first appointment, on an annual basis, and as and when necessary thereafter to declare any interests that are or may be relevant and material to the business and operations of the Company. They are also required to inform the Company Secretary of any changes in their declared interests or any new interests that may arise as soon as they become aware of such interests. A Register of Directors' Interests is kept by the Company Secretary and is accessible by the Board Members.

Every Board Member is also required to observe his/her ongoing disclosure obligations (including, without limitation, requirements to notify changes in personal particulars to the Company Secretary and/or circumstances that may affect his/her independence, and to declare material interests, if any, in any transaction, arrangement or contract or a proposed transaction, arrangement or contract with the Company) under the Companies Ordinance.

A Board Member cannot cast a vote on any contract, transaction, arrangement or any other kind of proposal in which he/she has an interest and which he/she knows is material except with the approval of the Board/Committees. For this purpose, interests of a person who is connected with a Board Member (including any of his/her associates) are treated as the interests of the Board Member himself/herself. A Board Member may not be included in the quorum for such part of a meeting that relates to a resolution he/she is not allowed to vote on, but he/she shall be included in the quorum for all other parts of that meeting. This reduces potential conflicts which might otherwise arise between the Company's business and an individual Board Member's other interests or appointments.

董事局成員在首次獲委任時、其後每年度以及之後有需要時,均須申報與本公司業務運作有關或可能有關並屬重大的所有利益。如發現過往申報的資料有任何更改或有任何新利益申報,董事局成員必須盡快通知公司秘書。董事利益申報登記冊由公司秘書妥善保存,並可供董事局成員查閱。

各董事局成員亦必須根據《公司條例》遵守 其持續的披露義務(包括但不限於通知公司 秘書其個人資料的變更及/或可能影響其獨 立性的情況,以及向本公司申報其於任何 與本公司訂立的交易、安排或合約或擬訂 立的交易、安排或合約中的重大利益(如 有)的要求規定)。

除得董事局或委員會批准外,董事局成員 不得就其在當中擁有權益及其知悉屬重其 性質的任何合約、交易、安排或任何董事 成員(包括其任何聯繫人士)有關連的 之利益均被視為董事局成員本身的員 在董事局會議過程中,某董事局成員的 在董事局會議過程中,某董事局成員 在董事局會議過程中,某董事局成員 在董事局會議過程中, 實在該項決議的 法定人數內, 能的 仍可計算在該次會議所有其他決議 仍可計算在該次會議所有其他決議的 定 人數內。這種做法可減少公司業務與可能 生的衝突。

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#### **Board Committees**

During the year, there are five standing Committees, namely the Executive Committee, the Audit Committee, the Entrepreneurship Committee, the Macro Fund Investment Committee and the Remuneration Committee under the Board. Their Terms of Reference set out the functions, compositions of members, authorities, duties, frequencies of meetings, and reporting responsibilities of the Committees. These Committees are accountable to the Board for their recommendations and decisions. The Terms of Reference of Board Committees are reviewed from time to time in the light of the Company's evolving operational, business and development needs.

The meeting processes of Board Committees follow closely those of the Board. The interface between the Board and Board Committees are:

- All Board Members may attend any Committee meetings as observers
- Board Members are free to access the papers of any Committee meetings through the Company Secretary
- Full minutes of Committee meetings are sent to Board Members for information

The following sets out details of Board Committees, their memberships (as of 31 July 2017), principal duties and key matters considered or resolved during the year.

#### 董事委員會

於年內,董事局轄下設有5個常務委員會, 分別為執行委員會、審計委員會、企業發 展委員會、數碼港投資創業基金委員會及 薪酬委員會。委員會的職權範圍規定了其 職能、成員、權力、職責、會議次數和報 告職責。各委員會的建議和決定均須向董 事局問責。因應本公司的業務經營和發展 需要,各董事委員會的職權範圍將不時作 出檢討。

各董事委員會的議事規則均嚴格按照董事 局的議事規則進行。董事局及其轄下各委 員會之間的連繫如下:

- 所有董事局成員均可以觀察員身分, 出席任何委員會會議
- 董事局成員可向公司秘書查閱任何委 員會會議的文件
- · 各委員會的完整會議記錄均須送交董 事局成員,以供參考

各董事委員會之詳細資料、成員名單(截至 2017年7月31日)、主要職責及年內審議的 主要事項載列如下。

#### **Executive Committee**

The Executive Committee ("Excom") is responsible for monitoring the performance of the Company and ensuring that the Company has been operating in consistency with the corporate missions and the annual budget/business plan as approved by the Board.

**Membership:** Seven members

Chairman: Dr Lee George LAM

Members: Mr CHEUK Wing-hing

Mr Duncan CHIU

Ms Rosanna CHOI Yi-tak
Dr Edwin LEE Kan-hing
Mr Alfred WONG Kwok-kuen
Ms Jeny YEUNG Mei-chun

**Meetings:** The Excom convened seven meetings during the year with

an average attendance rate of 83%. A total of 38 Excom papers were considered or resolved. Attendance records of individual members are set out on page 82.

#### Principal duties:

- Exercise the functions and responsibilities of the Board between regular Board meetings
- Serve as a sounding board for the Chairman of the Board in the leadership and oversight of the business and affairs of the Company
- Help coordinate the activities among Board Committees
- Review and approve the Company's policies
- Oversee the Annual Budget
- Review and approve the investment strategies of the Company
- Monitor the execution of the Company's strategic plans and the operations of all business units of the Company
- Plan and allocate resources, human, financial and otherwise, for the execution and implementation of the approved business plans and corporate development strategies

#### Key matters considered/resolved:

- Development of Cyberport
- Annual Budget and Mid-Year Review
- Monthly management accounts and reports
- Company's policies
- Investment strategies and performance of the Company's investment portfolio
- Strategic cooperative agreements
- Material tenders, programmes, projects and contracts
- · CMF Implementation Framework
- Headcount changes

#### 執行委員會

執行委員會負責監察本公司的表現,確保 本公司的營運方式與企業目標一致,並符 合經由董事局審批的年度財政預算及業務 計劃的要求。

**成員名單:** 7名

主席: 林家禮博士

成員: 卓永興先生

邱達根先生 蔡懿德女士 李根興博士 黃國權先生 楊美珍女士

會議: 執行委員會於年內共召開

了7次會議,平均出席率為83%,共審議38份執行委員會文件。各成員的出席記錄刊載於第82頁。

#### 主要職責:

- 在董事局舉行定期會議以外的時間, 履行董事局的職能和責任
- 輔助董事局主席領導及監督本公司的 業務和事務
- · 協調各董事委員會之間的工作
- 檢討及審核本公司之政策
- 監督年度財政預算
- 檢討及審核本公司之投資策略
- · 監察本公司策略計劃的執行情況,以 及本公司所有業務單位之運作
- 為執行和實施經核准的業務計劃及企業發展策略,計劃和分配人力、財務和其他資源

#### 經審議的主要事項:

- 數碼港之發展
- 年度財政預算和中期檢討
- · 每月管理賬目及報告
- 公司政策
- 投資策略及本公司投資組合之表現
- 策略合作協議
- 重大招標項目、計劃、項目和合約
- · 「數碼港投資創業基金」之實施架構
- 人事變動

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#### **Audit Committee**

The Audit Committee ("AC") is responsible for overseeing and reviewing the effectiveness of the Company's internal control, risk management system, regulatory compliance, and the Company's internal audit function. It is responsible for overseeing the integrity of the Group's financial statements and the application of financial reporting principles, and the Company's relationship with the external and internal auditors and their independence assessments.

**Membership:** Six members

Chairperson: Ms Rosanna CHOI Yi-tak

Members: Mr Duncan CHIU

Mr Humphrey CHOI Chor-ching

Mr LAU Chun-kong Ms Jeny YEUNG Mei-chun

Mr Davey CHUNG (government representative)

**Meetings:** The AC convened two meetings during the year with an

average attendance rate of 90%. A total of nine AC papers were considered or resolved. Attendance records of

individual members are set out on page 82.

#### Principal duties:

- Review financial statements
- Make recommendations on the appointment of external auditor, approve its remuneration and terms of engagement, and oversee the Company's relations with the external auditor
- Review accounting policies
- Oversee internal controls, financial controls, risk management system and internal audit function
- Report on matters in relation to corporate governance practices

#### Key matters considered/resolved:

- Annual Audited Financial Statements
- External Auditor's Report, objectivity and effectiveness of audit process
- Revised and prospective changes to accounting standards
- CMF Implementation Framework
- Appointment of external auditor and approval of audit fee
- Annual corporate governance, risk management and internal control review
- Annual internal audit programme and internal audit reports
- Adequacy of resources and effectiveness of the internal audit function
- Internal policies and procedures on investment, payment authorisation, and whistleblowing and grievances

#### 審計委員會

審計委員會負責監察及檢討本公司在內部 監控、風險管理制度、遵守規管要求及本 公司內部審計功能之成效,亦負責監察本 集團財務報表之完整性、財務匯報原則之 應用及本公司與外聘核數師及內部審計師 之關係及評估其獨立性。

成員名單: 6名

主席: 蔡懿德女士

成員: 邱達根先生

蔡楚清先生 劉振江先生 楊美珍女士

鍾沛康先生(政府代表)

會議: 審計委員會於年內共召開

了2次會議,平均出席率為90%,共審議9份審計委員會文件。各成員的出席記錄刊載於第82頁。

#### 主要職責:

- 審閱財務報表
- 就外聘核數師的委任提出建議,並審 批其薪酬及聘用條款,以及監督本公 司與外聘核數師的關係
- 檢討會計政策
- 監督內部監控、財務監控、風險管理 制度及內部審計功能
- 匯報有關企業管治實務的事宜

#### 經審議的主要事項:

- 經審核的年度財務報表
- · 外聘核數師報告、審計過程的客觀性 及有效性
- 經修訂及擬進行修訂的會計準則
- 「數碼港投資創業基金」之實施架構
- · 委任外聘核數師並審批其審計費用
- ・ 年度企業管治、風險管理和內部監控 檢討
- 年度內部審計計劃方案及報告
- · 內部審計功能的資源充足程度及效能
- 有關投資、付款授權及舉報和申訴方面之內部政策及程序

#### **Entrepreneurship Committee**

The Entrepreneurship Committee ("EC") is responsible for overseeing the administration and management of start-up and entrepreneurship programmes and events implemented by the Company, such as the Cyberport Incubation Programme, the Cyberport Creative Micro Fund ("CCMF") and the Cyberport Accelerator Support Programme.

**Membership:** Eight members

Chairman: Mr Alfred WONG Kwok-kuen

Members: Professor Philip CHAN Ching-ho

Dr Edwin LEE Kan-hing Dr Gregg G. LI Ka-lok Mr LING Kar-kan Mr Gabriel PANG Tsz-kit Ms Rosana WONG Wai-man

Mr Davey CHUNG (government representative)

**Meetings:** The EC convened four meetings during the year with an average attendance rate of 65%. A total of seven EC

papers were considered or resolved. Attendance records of individual members are set out on page 82.

#### Principal duties:

- Oversee the administration and management of the start-up and entrepreneurship programmes and events implemented by the Company
- Monitor and review the operational or financial plans and proposals, administrative matters, business directions and strategies in relation to the following three aspects:
  - Sparking creative ideas through the CCMF Scheme
  - Nurturing tech start-ups through the Cyberport Incubation Programme
  - Boosting tech start-ups' fundraising capability
- Approve the appointment and composition of the Entrepreneurship Committee Advisory Group ("ECAG") which comprises venture capitalists, business executives, tech industry professionals, academics, and trade association members
- Approve applications for the start-up and entrepreneurship programmes of the Company
- Monitor and review the progress of the start-ups of the programmes

#### Key matters considered/resolved:

- Cyberport Guangdong—Hong Kong Young Entrepreneur Programme
- Cyberport Shenzhen—Hong Kong Young Entrepreneur Programme
- Cyberport Accelerator Support Programme
- Amendments to Guides and Notes for the Applicants—CCMF and Cyberport Incubation Programme
- Proposal to revise the Team Composition Requirement in the Cross-Boundary Programmes of CCMF Scheme
- Amendments of Terms of Reference of ECAG
- Cyberport University Partnership Programme
- Vetting of Cyberport Incubation Programme and CCMF applications

#### 企業發展委員會

企業發展委員會負責監察由本公司所推行關於初創企業及企業發展的各項計劃之行政及管理事宜,此等計劃包括「數碼港培育計劃」、「數碼港創意微型基金」及「數碼港加速器支援計劃」。

**成員名單:** 8名

主席: 黄國權先生

成員: 陳正豪教授

李根興博士 李嘉樂博士 凌嘉勤先生 彭子傑先生 黃慧敏女士

鍾沛康先生(政府代表)

會議: 企業發展委員會於年內共

召開了4次會議,平均出席 率為65%,共審議7份企業 發展委員會文件。各成員 的出席記錄刊載於第82頁。

#### 主要職責:

- · 監察由本公司所推行的各項初創企業 及企業發展計劃之行政及管理事宜
- 監察及檢討有關以下三大範疇之業務 或財務計劃及建議書、行政事宜、業 務方向及策略:
  - 透過「數碼港創意微型基金」激 發創意
  - 透過「數碼港培育計劃」扶植科 技初創企業
  - 一 促進初創企業募集資金能力
- 審批企業發展委員會顧問團的組成及 成員委任,其成員包括創投資本家、 商界行政人員、科技界專業人士、學 者及貿易商會成員
- ・ 審批本公司初創企業及企業發展各項 計劃的申請名單
- · 監察及檢討參與計劃的初創企業的發 展推度

#### 經審議的主要事項:

- · 數碼港粵港青年創業計劃
- 數碼港深港青年創業計劃
- · 「數碼港加速器支援計劃」
- · 「數碼港創意微型基金」及「數碼港培育計劃」申請人指引的修訂
- · 「數碼港創意微型基金」屬下跨境計劃 之團隊組成規定的修訂建議
- 企業發展委員會顧問團職權範圍的修訂
- · 數碼港·大學合作夥伴計劃
- · 「數碼港培育計劃」及「數碼港創意微型基金」申請者的評審事宜

#### **Macro Fund Investment Committee**

The Macro Fund Investment Committee ("MFIC") is responsible for overseeing the administration, management and overall performance of the CMF and approval of the CMF related investments. The CMF, with an initial size of HK\$200 million, aims to provide seed to Series A stage funding to Cyberport digital entrepreneurs ("DE") to assist them to accelerate; and to promote the development of the venture capital ecosystem for DE in Hong Kong. The CMF is an investment fund which targets to co-invest with other private and public investors in the Cyberport DE.

**Membership:** Five members

Chairman: Dr Lee George LAM

Members: Mr Andrew KUET Shun-cheong (external member)

Dr Edwin LEE Kan-hing Ms Jeny YEUNG Mei-chun

Ir Allen YEUNG Tak-bun (government representative)

**Meetings:** The MFIC convened four meetings during the year with

an average attendance rate of 83%. Attendance records of

individual members are set out on page 82.

#### Principal duties:

- Review and approve CMF related investments and exit recommendations from Management
- Oversee administration, management and overall performance of the CMF
- Monitor and advise on the operation of the CMF
- Approve the appointment of Co-Opted members

#### Key matters considered/resolved:

- · CMF Implementation Framework
- Investment principles for CMF
- CMF applications

#### 數碼港投資創業基金委員會

數碼港投資創業基金委員會負責監督「數碼港投資創業基金」的行政、管理和整體表現,以及批准「數碼港投資創業基金」相關投資。「數碼港投資創業基金」的初始投資額為2億港元,向數碼港數碼科技創業家(「數碼科技創業家」)提供種子項目投資以至A輪融資,協助公司業務飛躍發展;及推動香港創業投資生態的發展,為數碼科技創業家進一步開拓創業空間。「數碼港投資創業基金」是一項投資基金,旨在與其他私人及公眾投資者共同投資數碼港的數碼科技創業家。

**成員名單:** 5名

主席: 林家禮博士

成員: 闕順昌先生(外部成員)

李根興博士 楊美珍女士

楊德斌先生(政府代表)

會議: 數碼港投資創業基金委員會

於年內共召開了4次會議,平 均出席率為83%。各成員的 出席記錄刊載於第82頁。

#### 主要職責:

- · 檢討及審核管理層所提出「數碼港投 資創業基金」相關投資及退出建議
- 監督「數碼港投資創業基金」的行政、 管理和整體表現
- 監察「數碼港投資創業基金」的運作並就此提供意見。
- 審批增補委員的委任

#### 經審議的主要事項:

- · 「數碼港投資創業基金」之實施架構
- 「數碼港投資創業基金」的投資原則
- 「數碼港投資創業基金」的申請

#### **Remuneration Committee**

The Remuneration Committee ("RC") is responsible for making recommendations to the Board on organisational structure and policies on staffing, remuneration, employment, discipline and dismissal, with reference to the Company's overall goals and objectives.

**Membership:** Six members

Chairperson: Ms Jeny YEUNG Mei-chun

Members: Mr CHEUK Wing-hing
Mr Duncan CHIU

Mr Humphrey CHOI Chor-ching

Mr LAU Chun-kong Dr Gregg G. LI Ka-lok

**Meetings:** The RC convened three meetings during the year with an

average attendance rate of 73%. A total of six RC papers were considered or resolved. Attendance records of

individual members are set out on page 82.

#### Principal duties:

- Review staffing, remuneration and employment policies and strategies
- Advise the Board on staff-related issues, including annual corporate goals and performance measures, grading and pay structure, variable pay and retirement schemes
- Review the criteria for assessing employee performance and make recommendations to the Board
- Review the salary increase and annual performance bonus for the senior executives and general staff, and make recommendations to the Board
- Review the performance of the CEO, COO, CFO, CPMO and the Company, with reference to the Board's approved Key Performance Indicators ("KPIs") and objectives

#### Key matters considered/resolved:

- Annual review of staff remuneration
- Annual corporate performance assessment and award of variable pay for staff
- Termination policy
- · Corporate goals and performance measurements
- 2015/16 Performance review of the CEO, COO, CFO, CPMO and their variable pay
- Comprehensive Review on Organisation Staffing and Pay Structure of the Company
- Staff engagement and retention

#### 薪酬委員會

薪酬委員會負責按照本公司的整體目標, 就企業架構以及有關員工編制、薪酬福 利、員工招聘、紀律及解僱方面的政策向 董事局提出建議。

成員名單: 6名

主席: 楊美珍女士

成員: 卓永興先生

邱達根先生 蔡楚清先生 劉振江先生 李嘉樂博士

會議: 薪酬委員會於年內共召開

了3次會議,平均出席率為 73%,共審議6份薪酬委員會 文件。各成員的出席記錄刊 載於第82頁。

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#### 主要職責:

- 檢討員工編制、薪酬福利和招聘政策 及策略
- · 就與員工相關的事宜向董事局提出意 見,其中包括年度企業目標、表現衡 量方法、職級及薪酬結構、浮動薪酬 及退休福利計劃
- · 檢討員工表現的評估準則,並向董事 局提出建議
- 審核高層管理人員和一般職員的加薪和年度表現獎金花紅,並向董事局提出建議
- 按照由董事局通過的主要表現指標及 目標,就行政總裁、營運總監、財務 總監、公眾使命總監和公司的表現作 出檢討

#### 經審議的主要事項:

- · 員工薪酬福利的年度檢討
- · 年度企業表現評估和員工浮動薪酬
- 離職政策
- · 企業目標及表現衡量方法
- · 就行政總裁、營運總監、財務總監、 公眾使命總監於2015/16年度的表現 及其浮動薪酬進行檢討
- 本公司架構、員工及薪酬之綜合檢討

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#### **Meeting Attendance**

#### 會議出席記錄

(1 April 2016 to 31 March 2017)

(2016年4月1日至2017年3月31日)

Types of meetings 會議類型		Board 董事局	Excom 執行 委員會	AC 審計 委員會	EC 企業發展 委員會	MFIC 數碼港 投資創業 基金 委員會	RC 薪酬 委員會
Board Members	董事局成員						
Paul CHOW (Retired from the Board on 4 June 2016)	周文耀(於2016年 6月4日退任董事)	1/1	2/2	-	-	-	-
Lee George LAM (Appointed as Board Chairman on 5 June 2016)	林家禮(於2016年 6月5日獲委任 為主席)	4/4	5/5	-	-	3/4*	-
Philip CHAN	陳正豪	3/5	-	-	1/4	-	-
CHEUK Wing-hing (including attendance by alternate)	卓永興(包括其替任 董事之出席次數)	5/5	7/7	-	-	-	3/3
Duncan CHIU (Appointed as Director on 5 June 2016)	邱達根(於2016年 6月5日獲委任 為董事)	4/4	4/5*	2/2*	-	-	-
Humphrey CHOI	蔡楚清	3/5	-	-	-	-	2/3
Rosanna CHOI	蔡懿德	5/5	6/7	2/2	-	-	-
LAU Chun-kong	劉振江	4/5	-	2/2	-	-	-
Edwin LEE	李根興	3/5	5/7	-	4/4	3/4*	-
Gabriel PANG	彭子傑	3/5	-	-	4/4	-	-
Douglas SO (Retired from the Board on 4 June 2017)	蘇彰德(於2017年 6月4日退任董事)	3/5	-	1/2	-	-	1/3
Elizabeth TSE (Resigned from the Board on 19 September 2016) (including attendance by alternate)	謝曼怡(於2016年 9月19日辭任董 事)(包括其替任 董事之出席次數)	2/2	-	-	-	-	-
Alfred WONG	黃國權	5/5	6/7	-	4/4	_	-
Peter YAN (Retired from the Board on 4 June 2017)	任景信(於2017年 6月4日退任董事)	2/5	4/7	-	0/4	-	3/3
Jeny YEUNG	楊美珍	4/5	-	2/2	-	4/4*	2/3

Remark.

附註:

#### **Meeting Procedures**

The Board and Committees convene meetings on a regular basis. Special meetings will be held as and when necessary. Management circulates papers prior to the respective meetings to provide members adequate information in a timely manner to facilitate their deliberation of the issues and decision-making. The respective Board/Committee Secretaries record the major points of discussion, recommendations, decisions and action items arising from the meetings. Outstanding matters are followed up by the relevant departments, and progress updates are reported at subsequent Board/Committee meetings.

#### **Management and Staff**

Management and staff, led by the Company's CEO, are responsible for managing the Company's day-to-day operations and implementing the strategies and directions determined by the Board. The performance of Management is reviewed with reference to the KPIs and objectives approved by the Board. The annual emoluments of the Company's five highest paid employees by band are disclosed under note 8 to the consolidated financial statements on page 129.

Guidance on the ethical behaviour of the Company has been well defined in the Company's Employee Code of Conduct and Business Ethics (the "Code"). From time to time, the Code will be reviewed and fine-tuned, covering such issues as prevention of bribery, conflict of interest, acceptance of gifts and advantages, handling of confidential information and preservation of secrecy, intellectual property, and outside business or employment. ICAC is invited to give briefings on prevention of bribery and conflict of interest to the employees of the Company on a regular basis. Staff members are also reminded of the need for compliance with the Code from time to time.

#### 會議程序

董事局及各個委員會均定期舉行會議,並 於有需要時召開特別會議。在會議舉行 前,管理層將會議文件送呈有關成員,向 他們提供充份資料,以助他們審慎研究有 關事項及作出決策。相關董事局/委員會秘 書負責記錄會議之討論重點、議決及跟進 事宜。相關部門需負責跟進處理,並於往 後的董事局/委員會會議上匯報進度。

#### 管理層及員工

本公司管理層及員工在行政總裁領導下, 負責管理本公司的日常運作,以及執行由 董事局制定的策略及發展方向。本公司參 考經董事局批准之主要表現指標及目標檢 討管理層表現。本公司5名最高薪員工的每 年薪酬等級,已於本報告第129頁的綜合財 務報表附註8中披露。

本公司之職業操守指引,已於本公司的《僱員紀律守則及道德操守》(《守則》)內詳細列明。《守則》內容涵蓋防止賄賂、利益衝突、接受餽贈及利益、處理機密資料及保密、知識產權以及職外業務或僱用多個範疇,而本公司將定期檢討《守則》內容並作出相應調整。此外,本公司並定期邀請廉政公署派員向員工講解有關防止賄賂及利益衝突等問題,並不時提醒員工務必遵守《守則》的規定。

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Appointed as a member of the Committee on 24 June 2016.

<sup>\*</sup> 於2016年6月24日獲委任為該委員會成員。

#### **Internal Control and Risk Management**

The Company aims to maintain a high standard of corporate governance and enhance transparency and accountability. The external and internal audit systems are instrumental in this mission.

#### **External Audit**

Ernst & Young was appointed as the Group's external auditor to conduct the audit of its financial statements.

The main purpose of the external audit is to provide independent assurance to the Board and shareholders that the annual financial statements of the Group are fairly stated. The external auditor plays an important independent role in expressing an opinion on the financial statements based on their audit, and meets with the Audit Committee to discuss the nature and scope of the audit prior to the commencement of the work if necessary and to report on findings. The external auditor also reports internal control recommendations identified as part of the audit together with management responses, if any.

For the years ended 31 March 2016 and 2017, there was no non-audit service provided by Ernst & Young.

#### 內部監控及風險管理

本公司恪守企業管治最高水平,致力提高 機構的透明度及問責性,而外部審計和內 部審計系統正可落實這宗旨。

#### 外部審計

安永會計師事務所獲委任為本集團之外聘 核數師,負責審核其財務報表。

實行外部審計的主要目的是向董事局及股東作出獨立的保證,確保本集團之年度財務報表獲公平地列報。外聘核數師擔當重要的獨立角色,根據其審計結果對財務報表發表意見,並且在展開審計工作前會按需要與審計委員會舉行會議,討論審計性質及範圍,並就審計結果作出匯報。外聘核數師也會向審計委員會提出於審計過程中發現的內部監控建議,及匯報管理層所作出之回應(如有)。

安永會計師事務所於截至2016年及2017年3 月31日止年度並無提供非審計服務。

#### **Internal Audit**

The internal audit is primarily responsible for reviewing the adequacy and effectiveness of internal control procedures and monitoring compliance with them. The Company has outsourced its internal audit function to an independent professional advisory firm to monitor the Company's internal governance and provide a basis for the Board to assess the risk management and internal control system maintained and operated by Management. The Audit Committee directly oversees the work performed by the internal auditor. Independent reviews of financial, business and functional operations and activities have been conducted with a focus on higher risk areas of the Company. The internal audit plan is reviewed and agreed by the Audit Committee in advance. Each year, the Audit Committee reviews the results of the internal audit and evaluates the impact of the findings and the proposed management action plans.

#### **Whistleblowing Policy**

The Company has a formal whistleblowing policy in place to encourage and guide its staff to raise serious concerns internally in a responsible manner, without any risk of retribution. The Company also encourages other stakeholders to raise concerns, in confidence, about suspected misconduct, malpractice or irregularities in any matters related to the Company.

#### **Transparency**

The Company reports annually to the Information Technology and Broadcasting Panel of the Legislative Council regarding the work of Cyberport in nurturing the Information and Communications Technology Ecosystem in Hong Kong, including its financial performance.

To enhance transparency and openness, the Company voluntarily discloses its compliance with the Corporate Governance Code ("CG Code") as set out in Appendix 14 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. The individual attendance records of Members at the Board and Committee meetings is also reported on page 82.

#### 內部審計

#### 舉報政策

本公司備有正式的內部舉報政策,鼓勵及 指導員工以負責任的態度向內部提出認真 關注的事宜,而不存在遭到事後追究的風 險。各持分者若發現與本公司有關的任何 懷疑不當、不正常之行為、措施或運行, 本公司亦鼓勵其在保密情況下提出意見。

#### 诱明度

本公司每年均向立法會資訊科技及廣播事 務委員會匯報數碼港在營造香港的資訊及 通訊科技生態系統方面的工作進展,當中 包括公司的財政業績。

為提高透明度及公開程度,本公司主動披露遵守香港聯合交易所有限公司證券上市規則附錄14所載之《企業管治守則》情況。董事局及轄下委員會各成員的會議出席記錄亦詳列於本報告第82頁。

With a view to maintain open and transparent communication with external stakeholders, the Company continues to connect with the community by taking advantage of multiple channels and tools. These include the official website, monthly e-newsletters, press briefings and interviews, and 電子通訊、新聞發佈會和採訪活動等發放 participation in a variety of local and overseas exhibitions and conferences. Annual reports and information on our programmes and offerings are disclosed on our website for public access. The Company also makes use of social media such as Facebook, LinkedIn and Twitter for promotions and information dissemination.

#### **Delegation of Authority**

The authority of the Board and the levels of authority delegated to the Committees and Management is clearly defined and documented in the Delegation of Authority Policy. Such delegation of authority is reviewed on a regular basis to ensure that it meets the business and operational needs.

本公司致力與外界持分者保持公開透明的 溝通橋樑,持續利用廣泛渠道和工具與社 群聯繫,包括透過公司的官方網站、每月 消息,而本公司同時積極參與各式各樣的 本地及海外展覽和會議,與外界保持緊密 接觸。本公司並透過網站發放年報,以及 各項計劃和公司的服務資料,方便公眾查 閱。本公司亦利用Facebook、LinkedIn 及 Twitter等社交媒體進行推廣及發放資訊。

#### 授權制度

董事局的職權及其授予委員會及管理層的 職權已清晰界定,並列載於授權政策。本 公司不時檢討授權制度,以確保配合業務 及運作需要。

#### **Corporate Governance Practices**

Although the Company is not required to comply with the CG Code, we have applied its principles and voluntarily complied with the code provisions therein generally except for those as set out below:

#### 企業管治措施

儘管本公司無須遵行《企業管治守則》,但 我們已將守則條文的原則付諸實行,並主 動遵行守則條文的一般規定,惟以下除外:

	Code Provisions 守則條文	Reason for Deviation 偏離原因
A.4.1	Non-executive directors should be appointed for a specific term, subject to re-election.	This provision is not applicable to the Company. Directors are appointed generally for a term of two years or a term as specified in the appointment letter. Directors are not subject to re-election but may be re-appointed by the shareholders.
	非執行董事的委任應有指定任期,並須接受重 新選舉。	這項規定不適用於本公司。董事的任期一般為 2年或根據委任函內的指定任期。董事無須按 重選連任,但可由股東重新委任。
A.4.2 to A.4.3	These code provisions deal with the appointment of directors to fill a casual vacancy, appointment of independent non-executive directors and retirement by rotation of directors.	These provisions are not applicable to the Company. Pursuant to the Company's Articles of Association, Directors are appointed by shareholders.
	這些守則條文有關委任董事以填補臨時空缺、 委任獨立非執行董事,以及董事的輪流退任。	這些規定不適用於本公司。根據本公司之《公 司章程》,董事由股東委任。
A.5.1 to A.5.6	These code provisions deal with the nomination committee.	These provisions are not applicable to the Company since Directors are appointed by the shareholders.
	這些守則條文與提名委員會有關。	這些規定不適用於本公司,因董事均由股東委 任。
A.6.4	Directors must comply with obligations under the Model Code for Securities Transactions and the Board should establish guidelines for relevant employees in respect of their dealings in the securities of the Company.	This provision is not applicable because all of the Company's shares are beneficially owned by the HKSAR Government and are not publicly traded.
	董事必須遵守進行證券交易的《標準守則》,而 董事局亦應就相關僱員買賣公司證券事宜設定 指引。	這項規定不適用於本公司,因本公司所有股份 均由香港特區政府擁有,並不作公開買賣。

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	Code Provisions 守則條文	Reason for Deviation 偏離原因
B.1.2	The Remuneration Committee should make recommendation to the Board on policy and package for all remuneration of directors.	This provision is not applicable to the Company because Board Members do not receive any remuneration.
	薪酬委員會須就所有董事局成員的薪酬政策及 待遇向董事局提出建議。	這項規定不適用於本公司,因董事局成員並不 收取任何薪酬。
C.3.5	This code provision deals with the reporting requirement in the Corporate Governance Report regarding different views between the Board and the Audit Committee on external auditor.	This provision is not applicable to the Company because there is no disagreement between the Board and the Audit Committee in this respect so far.
	此守則條文涉及有關董事局和審計委員會對外 聘核數師持不同意見時,在企業管治報告上的 報告要求。	這項規定不適用於本公司,因迄今董事局及審 計委員會之間不曾在這方面持不同意見。
E.1.1 to E.1.4 & E.2.1	These code provisions deal with the proceedings for annual general meetings.	These provisions are not applicable to the Company as the Company is wholly owned by the HKSAR Government via The Financial Secretary Incorporated and Resolutions in Writing in lieu of annual general meetings is adopted.
	這些守則條文與股東周年大會的程序有關。	這些規定不適用於本公司,因為本公司是由香港特區政府透過財政司司長法團全資擁有。另外,本公司之股東周年大會是採用書面決議案 形式替代。